
IMPROVEMENT NETWORK

Briefing: Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing

Purpose of briefing: To give an overview of the [Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing](#).

Section 1 - introduction

- 1 The [Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing](#) follows on from [Engaging Communities in Criminal Justice Green Paper](#), released in 2009. The strategy starts from the premise that the police alone cannot tackle crime and anti-social behaviour (ASB); local government, criminal justice, health, education and the voluntary sector must be involved.
- 2 The strategy contends that a stronger partnership approach at the neighbourhood level will enable better prevention of crime and ASB. Neighbourhood policing teams are taken as the starting point for better partnership working – as this is the level at which the public engage and services are delivered.
- 3 Better and more localised partnership working must be developed in tandem with a focus on the needs of the community. By engaging with communities to understand and design services around the different needs and expectations of residents, services are responsive and owned by the people who use them.

Section 2 – improving the role of Neighbourhood Policing Teams

- 4 The role of Police Community Support Officers (PCSOs) was introduced in 2002. By 2007 there were 16,000 PCSOs on duty across England and Wales. Dedicated and named neighbourhood policing teams were created a year later, which saw 13,500 PCSOs form three 600 teams. The role of the PCSO is to:
 - undertake public facing duties in uniform
 - be visible in the communities on foot or cycle patrol
 - deal with ASB, low level crime and incidents, local problems / priorities and quality of life issues
 - support and improve service to victims and vulnerable people
 - conduct community engagement and problem solving activity
- 5 It is noted that some neighbourhood policing teams have been drawn into a wide variety of activities and have encountered problems through being abstracted to other police work. In updating the neighbourhood policing role, the strategy refocuses the role of neighbourhood policing teams to concentrate on:
 - issues that matter most locally, most commonly ASB
 - preventing ASB and crime
 - increasing confidence and reassurance

- 6 The strategy contains a commitment from government to continue to have a named and dedicated neighbourhood policing presence. The Pre-Budget Report announced that funding will be available in 2010-13 to enable police authorities to maintain the current numbers of warranted police officers and PCSOsⁱ.
- 7 A drive to professionalise the role of PCSO accompanies the continuation of funding. The NPIA will develop a professional career pathway for those working in neighbourhood policing teams and launch a PCSO accreditation structure. Her Majesty's Inspectorate of Constabulary's (HMIC) 2008 assessment found that there was room for improvement in community engagement and problem solving by neighbourhood policing teamsⁱⁱ. The NPIA will work with forces across the country to support improvement, and will deliver a national stock take of progress during 2010.
- 8 Citing Ipsos MORI data, the strategy states that ASB is often the number one local concern when it comes to crimeⁱⁱⁱ. As part of dealing with local concerns, neighbourhood policing teams have a role in tackling ASB. In this year's inspection HMIC will inspect forces on the impact of neighbourhood policing on reducing ASB.
- 9 The strategy notes that many parts of the police service are responsible for tackling ASB. Therefore ASB will be strategically prioritised across the entire police service, as well as local partners to support Community Safety Partnership work.
- 10 Building on the Policing Pledge, which requires each police force to hold monthly public meetings, the strategy notes that the Home Office intends to develop the '101' number as a national non-emergency number for contacting the police.

Section 3 – improving neighbourhood partnerships

- 11 The strategy is clear that keeping neighbourhoods safe and confident is not just the responsibility of the police – partners have a role to play. This is particularly the case with ASB where solutions often lie with agencies other than the police. The strategy looks to encourage and enable a stronger partnership approach at the neighbourhood level.
- 12 The strategy states that local level partners will be supported to work closer by:
 - referring to crime and disorder reduction partnerships as community safety partnerships (CSPs) to better reflect their role in keeping communities safe
 - giving CSPs a clear strategic role in promoting and enabling neighbourhood partnerships
 - expecting key partners to put in place named lead contacts for neighbourhood partners
 - extending elements of the problem solving approach (see paragraph 14) into magistrates' courts
- 13 The strategy advises that the mix of partners working together to agree and address neighbourhood priorities will vary from area to area, reflecting what local people say are priorities. It is noted that the CSP and LSP, as strategic partnerships have an important role in ensuring that collective resources are targeted where they will be most effective.
- 14 In problems such as ASB, in which lots of partners have a preventive role, partners should use 'problem solving' in getting to the root causes of the problems. The Home Office will

ⁱ [Pre-Budget Report: Securing the recovery: growth and opportunity](#), HM Treasury, 2009, Paragraph 6.31.

ⁱⁱ [Her Majesty's Inspectorate of Constabulary – Serving Neighbourhoods and Individuals](#), HMIC, 2008

ⁱⁱⁱ [Ipsos-MORI polling](#).

lead a programme of work to embed problem solving in CSPs and their neighbourhood partners to improve analytical capacity. The strategy states the police will continue to promote the use of problem solving techniques across the police service.

- 15** Information sharing is essential to the early identification of both potential victims and possible perpetrators. Lack of communication between partners, and sometimes over-cautious interpretations of rules on data protection, prevent information being shared. The strategy expects all frontline services to share information freely (legislation permitting). Current systems that allow information to be shared about vulnerable people are Multi Agency Risk Assessment Conferences (MARACs) and Vulnerable Adults Boards.
- 16** The Home Office will build on effective information sharing systems by introducing a new ASB case management system, which will establish national case management principles for ASB. The case management system will contain a shared risk assessment tool enabling partners to identify vulnerable and intimidated victims and witnesses and alert partners when a victim of ASB has been identified, taking swift action through shared real time ASB data.
- 17** From March 2010 the government will start the National Victims' Service, which aims to offer victims of crime a joined up service of care and support based on the impact of crime they have suffered. From July 2010 all victims will be entitled to dedicated point of contact who will guide them through the criminal justice system until the victim no longer needs help. Local partners should ensure that victims of ASB with the most acute needs are referred to the National Victim's Service.
- 18** Information sharing and assessing individual's needs applies as equally to offenders and those at risk of offending as it does to victims. The strategy states that interventions are an effective tool in curbing ASB: two thirds of people stop committing ASB after just one intervention, and 9 out of 10 stop after three¹. Neighbourhood policing teams can gather intelligence, identify risk factors around vulnerable young people and families and link with partners who can get to the root causes of problems.
- 19** The strategy states that Family Intervention Projects (FIPs) have been successful in dealing with problem families, breaking the cycle of ASB, truancy, drug and alcohol misuse, behavioural problems and poverty. FIPs offer tough, intensive support with clear sanctions for families who refuse to change. The strategy expects that by April 2010 a FIP will be operational in every local authority in England that neighbourhood policing teams can refer to.
- 20** Effective partnership working is in part dependent on and facilitated by frontline staff. The strategy looks to support the work of staff by developing local strategic level support, a national joined up message and provision of practical support and guidance. The strategy states that CSPs, working in collaboration with LSPs, will have a clear strategic role in promoting and enabling neighbourhood partnerships that drive safe and confident communities. It is stated that CSPs will achieve this by:
 - understanding different areas in their neighbourhood by using information held by partners
 - ensuring the right mix of frontline practitioners
 - engaging with a wide range of partners beyond named responsible authorities – including housing providers and the voluntary sector
 - tackling blockages to delivery where these cannot be resolved at a neighbourhood level
 - escalating issues where appropriate to the LSP

¹ The Home Office: [Tackling Anti-Social Behaviour](#), National Audit Office, 2006.

- 21 It is argued that through the [Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing](#) the government and its partners are providing a clear message about the need for local partners to come together at the neighbourhood level. The strategy details four issues it wants to achieve by September 2010:
- An expectation that each local authority, children's trust board and primary care trust will put in place clearly identified points of contact for neighbourhood partners including neighbourhood policing teams across their services.
 - An expectation that local authorities adopt a locality model of service provision where appropriate.
 - Encourage local councillors to be integral parts of neighbourhood partnerships.
 - Encourage housing to be part of neighbourhood partnerships through the Tenants Service Authority standards.
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Section 4 – engaging communities

- 22 The strategy contains a drive to ensure that the public should know what services are available and what standards they can expect. It is stated that methods of communication such as the Justice Seen Justice Done¹ leafleting campaign or the Policing Pledge makes people more confident in initiatives such as neighbourhood policing. Awareness of services leads to increased confidence. As such, the strategy challenges all areas to set out ASB minimum standards by March 2010 with CSPs making clear how they will deliver these standards locally.
- 23 Following [CrimeMapper's](#) launch in October 2009 (that provided crime levels across the country), Her Majesty's Court Service (HMCS) is developing a public-facing web facility that will allow magistrate court case outcomes to be available online by the end of 2010.
- 24 As part of the 2009 policing white paper [Protecting the public: supporting the police to succeed](#), government set out a minimum set of justice information that should be proactively communicated to the public on a regular basis. To inform communities about the criminal justice system, government will invite magistrates to be involved in their neighbourhood partnerships.
- 25 According to the strategy, the public should be able to have a say in how services keep them safe and confident and be able to challenge agencies if they are not doing so. The CPS has introduced Community Prosecutors in 49 locations enabling local people to inform charging decisions; when prosecuting cases in courts; and when criminals are sentenced. Subject to the evaluation which is due to report in July 2010, the Community Prosecutor approach will be rolled out across the remainder of England from October 2010, to achieve national coverage by March 2011.
- 26 Government is supporting local partners to give people more of a say on how services tackle ASB and crime:
- As part of the *Engaging Communities in Criminal Justice Green Paper*, 30 areas have put in place arrangements to enable local people to suggest projects they would like completed through Community Payback. The government will support Citizen's Panel in the 60 pioneer areas over the next year.

¹ <http://localcrime.direct.gov.uk/>

- Community Cashback enabled people to vote for public schemes funded by recovered criminal assets – resulting in 283 community projects across England and Wales. The government will repeat this scheme in 2010/11.
- The government is supporting 10 areas to run participatory budgeting initiatives which directly involve local people in making decisions on the spending of a defined public budget. The government will provide a further £250 000 so people living in areas with low levels of confidence and empowerment can vote online on how this money should be spent to keep them safer and more confident.
- The Connecting Communities Programme, which supports people in 160 wards to have a greater say in local issues will be extended. £20 million of funding will see the scheme continue throughout 2010.

27 Neighbourhood Watch has a role to play in engaging communities. The strategy states that the government will invest £180 000 to support the development of the Neighbourhood and Home Watch Network to work with and support volunteers in areas of need and ensure that the schemes work closely with neighbourhood policing teams and promote these schemes to the public.

28 The Home Office and CLG are funding 12 Neighbourhood Agreement Pathfinder areas to test crime and ASB related neighbourhood agreements¹. Pathfinder areas take national standards (the Policing Pledge) and local standards (ASB minimum standards) further to the neighbourhood level so that the community can be more involved in negotiating both what the standards are and the role they can themselves play. The strategy argues that setting out a public commitment will drive partners to join up 'behind the scenes' so that local problems are dealt with and action communicated in the way the public wants.

¹ The pathfinder areas are: Corby (Northamptonshire), Tower Hamlets, Newport, Berwick, Charles Dickens Ward (Portsmouth), Cornist, Saltney and Sealand Manor wards (Flintshire), Hodge Hill (Birmingham), New Addington and Fieldway wards (Croydon), Newquay, Meriden Estate (Watford), Portobello Estate (Wakefield), and the Westminster Estate (Liverpool).

Annex – Safe and Confident Neighbourhoods Strategy

SAFE AND CONFIDENT NEIGHBOURHOOD STRATEGY – ACTIONS				
Chapter	Supporting the frontline by:	Priority Actions	Owner ^B	
<i>Building on the success of neighbourhood policing teams</i>	Continuing to provide a named, dedicated neighbourhood policing presence, including PCSOs	Provide support and advice to forces and authorities about how to secure non-police funding	HO/APA Summer 2010	
		Develop a professional career pathway for those working in neighbourhood policing teams Launch a PCSO accreditation structure	ACPO/NPIA 2010/11 April 2010	
		Undertake a national stocktake of progress made to-date and update the role of neighbourhood policing	NPIA May/June 2010	
	Ensuring the whole police force works together to build safer and more confident neighbourhoods	Integrate neighbourhood profiling and community intelligence into intelligence led processes	NPIA March 2010	
		Integrate citizen focus and public confidence elements into new and updated doctrine and policies including on protests	NPIA/HO Ongoing	
		Advocate the inclusion of citizen focus and public confidence elements within existing competency frameworks and appraisals for all police roles	ACPO 2010/11	
		Develop and deliver a model for citizen focus police learning	NPIA From April 2010	
	Ensuring the public have their ASB and crime concerns taken seriously	Work to develop the '101' number as a national non-emergency number for contacting the police to report ASB and non-emergency crime	HO/APA/ACPO 2012	
		Ensure that governance and performance regimes reflect the importance of ASB	APA Immediate	
		Ensure there is a framework that allows for a qualitative and quantitative assessment of ASB issues through the National Standards of Incident Recording Review	NPIA/APA Interim April 2010 Final April 2011	
		Put in place clearly defined minimum standards on tackling ASB for all partner agencies	CSP partners March 2010	
		Raise awareness of and give people a say on PCSO powers (within existing framework)	APA Spring 2010	
		Inspect forces on the impact of neighbourhood policing on reducing ASB as part of improving confidence	HMIC April 2011	
	<i>Neighbourhood partnerships</i>	Providing a national joined up message	Expect PCTs in England to put in place clear identified and named lead contacts for neighbourhood partners and NPTs	DH June 2010
			Expect Children's Trusts in England to identify a named contact for neighbourhood partners and NPTs	DCSF From April 2010
Expect local authorities to have clear identified points of contact with their NPTs			CLG Summer 2010	
Encourage housing to be part of neighbourhood partnerships through Tenants Service Authority standards in England			CLG April 2010	
Work with LGA to encourage local councillors to be an integral part of neighbourhood partnerships			HO/LGA Spring 2010	

Neighbourhood partnerships	Providing a national joined up message (continued)	Encourage named health, local council and social care links at the neighbourhood level in Wales	HO/WAG Summer 2010
		Encourage local partners to develop the neighbourhood approach	WAG 2010/11
	Providing local strategic support	Give CSPs a strategic role in promoting and enabling neighbourhood partnerships	HO Spring 2010
		Consult on ways to strengthen accountability of CSPs	HO Autumn 2010
	Providing practical and financial support and guidance to local and neighbourhood partners	Review the Community Safety Accreditation Scheme to see how it can be expanded	HO/ACPO Summer 2010
		Support information sharing between CSP partners	HO Spring 2010
		Develop a standard approach for Restorative Justice and work with HMIC and HO to ensure it is appropriately reflected in performance assessments	ACPO Autumn 2010
		Promote new guidance for neighbourhood policing teams on early intervention and prevention of youth crime and ASB	HO/ACPO/NPIA/ YJB/DCSF Spring 2010
		Pilot a framework for problem solving in magistrates' courts for potential rollout by 2012	HMCS 2012
		Provide effective practice guidance and peer led support on neighbourhood partnerships	IDeA/NPIA Summer 2010
Issue guidance for neighbourhood policing teams on working with the Third Sector, volunteer and faith organisations		NPIA March 2010	
Make sure support is tailored to suit the needs of Welsh authorities and forces		HO/WAG Summer 2010	
Engaging Communities	Ensuring the public know their entitlements, are reassured and kept informed of the action that services are taking	Promote opportunities to maximise visibility including encouraging single patrolling	ACPO 2010/11
		Set out a minimum set of information CJS partners will be communicating to the public	MOJ March 2010
		Develop a public facing justice outcomes online portal	HMCS End 2010
		Recruit a co-ordinator for each of the existing Community Justice Teams	MOJ 2010
		Repeat Community Cashback with a further £4 million of criminals' assets	OCJR with LCJBs 2010/11
	Ensuring the public are able to have a say in how services keep them safe and confident and are able to challenge agencies if these are not met	Continue to promote petitions, Councillor Call for Action and overview and scrutiny committees	WAG/CLG Ongoing
		Roll out Community Prosecutors nationally (subject to evaluation outcome)	CPS From October 2010
		Extend Citizens' Panels to all 60 Pioneer Areas	MOJ Spring 2010
	Ensuring the public are engaged in playing a full role in their own neighbourhood's safety	Support the continued development of Neighbourhood Watch	HO Spring 2010
		Assist forces in accessing the Future Jobs Fund to recruit long term unemployed 18-24 year olds alongside neighbourhood policing teams	HO Summer 2010
		Roll out Neighbourhood Agreements in 12 pathfinder areas	HO/CLG Summer 2010